

[STRESS AND BURNOUT IN COMPLIANCE OFFICERS]

HCCA Pacific Northwest
Regional Annual Conference
Seattle, WA
June 14, 2013

[OBJECTIVES]

- Raise awareness of work-life balance and burnout
- Share key findings from the HCCA Stress Survey
 - Compliance professionals are at a significant risk of developing burnout
- Emphasize strategies for avoiding, early detection and treatment of burnout

[WORK-LIFE BALANCE]

- A process of seeking equilibrium between two competing pressures
 - Work and life
- As compliance professionals our work-life balance is so unpredictable
 - Our profession sets us up to live in disequilibrium
 - Constantly dealing with unplanned emergencies

[**WORK-LIFE BALANCE**]

- Webster's dictionary definition of balance
 - "To arrange so that one set of elements exactly equals another"
- As compliance professionals we have a long history of being goal oriented and setting high expectations of ourselves
 - Anything less than perfection often sends us into a downhill spiral
 - We give of ourselves 100%

[**WORK-LIFE BALANCE**]

- As compliance professionals we have a long history of being goal oriented and setting high expectations of ourselves (cont'd)
 - We are expected to know everything
 - BG this was even more of a challenge
 - We work long and focused hours
 - Often we delay our personal gratification

[**WORK-LIFE BALANCE**]

- We tend to get caught up in our work-related behaviors
 - Compulsiveness and perfection
 - Aggressive decision-making
 - Workaholism and emotional detachment
 - Being too serious
 - Losing our ability to laugh and smile

[**WORK-LIFE BALANCE**]

- Most of these adopted behaviors **do not** get us through our family and personal time
- We must be willing to change our behaviors at home to achieve family and personal satisfaction in our non-professional lives

[**WORK-LIFE BALANCE**]

- The life balance occurs when we are engaged at
 - The dining table or at our children's sporting events
 - Attending plays or concerts
 - Spending time with those we love
 - **Not** checking emails or text messages on our cell phones

[**WORK-LIFE BALANCE**]

- To achieve work-life balance we must
 - Set boundaries
 - Being home today does not mean that we are not at work
 - Technology advances have obliterated the boundaries between work and home
 - Obtain support when needed
 - Set realistic expectations of ourselves and those around us

[WORK-LIFE BALANCE]

- To achieve work-life balance we should
 - Schedule personal flex time
 - Creates time to pursue new activities including time to enjoy your family
 - Schedule personal time as diligently as you schedule meetings with your CEO and Board
 - Use your personal time to add enrichment to your life

[WORK-LIFE BALANCE]

- Absent time for personal gratification and family enrichment you take on many of the characteristics that lead you down the very predictable pathway towards *burnout*

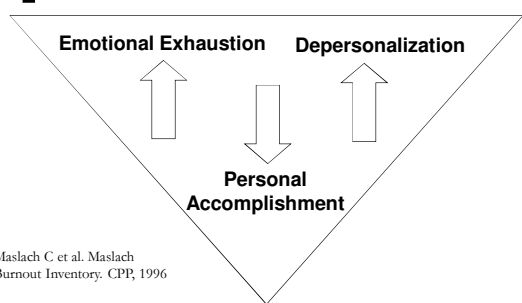
[WHAT IS BURNOUT?]



[WHAT IS BURNOUT?]

- Freudenberger and Richelson define burnout as “a state of fatigue brought about by devotion to a cause, a way of life, or relationship that failed to produce the expected rewards”

[BURNOUT: AN OCCUPATIONAL SYNDROME]



[EMOTIONAL EXHAUSTION (EE)]

Depletion of emotional resources → feelings of being unable to give of oneself on an emotional level

[DEPERSONALIZATION (DP)]

- Negative, cynical attitudes and feelings about those with whom one works
- Treatment of individuals as objects
- Perception that others are deserving of their problems

[REDUCED PERSONAL ACCOMPLISHMENT (PA)]

- Tendency to evaluate oneself negatively
- Feelings of unhappiness and dissatisfied with work accomplishments

[WHAT CAUSES BURNOUT?]

- Most common in high pressure jobs
- Intrinsic factors
 - Childhood development
 - Personality factors
- Extrinsic factors
 - Work stressors
 - Family/Social stressors



[BURNOUT COST TO SOCIETY]

- Reduced productivity
 - >50% work absences related to psychological problems (American Psychological Association)
 - Reduced commitment to job/organization
 - Intention to leave job
 - Actual retention/turnover
 - Contagious nature
 - Spillover into personal life
 - >50% work absences related

[BURNOUT COST TO SOCIETY]

- Health risk
 - 50% greater health cost in stressed out workers (J Occ Envir Med)
 - Parallels with substance abuse
 - Links to mental dysfunction
 - Anxiety
 - Depression
- Physicians are vulnerable
 - 1997 physicians are less satisfied in every respect of their professional life compared to 1986 physicians (J Gen Intern Med. 2001)
- Compliance Professionals are vulnerable
 - HCCA Survey

[STRESS]

“Stress is the trash of modern life – we all generate it but if you don’t dispose of it properly, it will pile up and overtake your life.”

Danzae Pace

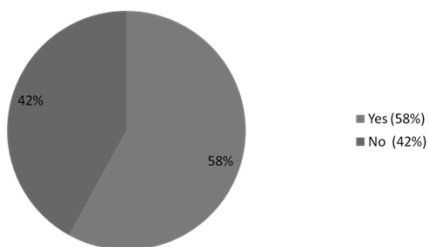
[**STRESS**]

“**REALITY** is the leading cause of stress”

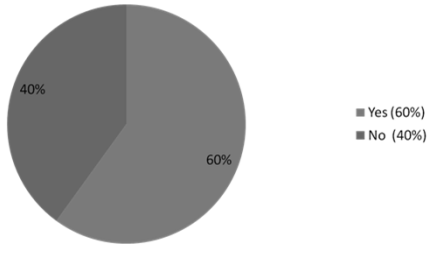
[**KEY FINDINGS – HCCA SURVEY**]

- A survey by the Society of Corporate Compliance and Ethics and the Health Care Compliance Association
- January 2012
- Results revealed a profession under extreme stress

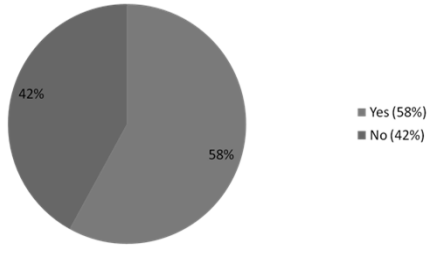
[**DO YOU WAKE UP WORRYING ABOUT STRESS?**]



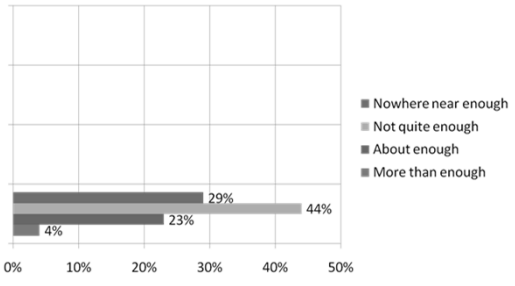
**[HAVE YOU CONSIDERED LEAVING
YOUR JOB DUE TO THE STRESS?]**



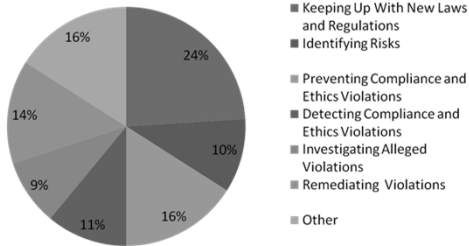
**[ARE YOU IN AN ADVERSARIAL
RELATIONSHIP OR ISOLATED?]**



**[HOW WOULD YOU RATE THE
RESOURCES AVAILABLE TO YOU?]**



WHICH OF THE FOLLOWING CAUSES YOU THE GREATEST STRESS?



COMMON CAUSES/TRENDS

- Fear of losing job
- Overtime/Long Hours
- Pressure to perform at impossible levels
- Isolation
- Bad morale
- No appreciation
- Issues outside the workplace
- Target is always moving

Social Media & PHI



REDUCE STRESS

- Sleep Deprivation
 - U.S. Nat'l. Highway Traffic Safety Administration, 56,000 accidents and 1500 deaths
 - Diminished immune system and unhealthy eating habits
 - Memory issues and poor work performance
- Personal responsibility

REDUCE STRESS

- Laughter/Humor
 - *"Laughter provides distance. It allows us to step back from an event, deal with it and then move on."*
 - --Bob Newhart
 - Physical, mental and social benefits
- Massage
- Conscious/subconscious
 - *"We are in the compliance field for the right reason and with good intent."*

REDUCE STRESS

Make Time For You

- Create balance between work and personal life
 - Prioritize your goals to reflect personal and professional values
 - Set realistic expectations
 - Protect your time
 - Set boundaries and realistic deadlines
- Delegate some of your responsibilities
 - Frees up time on your schedule
 - Allows others to grow professionally
 - Assists in succession planning

[REDUCE STRESS]

Make Exercise Part Of Your Routine

- Improves health and overall sense of well-being
 - Decreases “stress hormones” and increases endorphins
 - Allows you to recharge and do something positive for you
- Gets you out of the office, clinic or OR
- Creates new opportunities for building friendships

[REDUCE STRESS]

Maximize Your Family and Personal Time

- Take care of yourself and your loved ones
 - Dental and medical care
 - Learn to eat healthy
- Schedule your family and personal time as carefully as you do our clinic and OR time
 - Gets you to your children’s events
 - Allows you to plan “date nights” and attend social activities
 - Creates time for reflection, spirituality and community activities important to you
- Avoid the technology advance trap
 - Set boundaries between you and your mobile device

[MANAGING BURNOUT]

- Awareness of burnout and job-person mismatches
 - Individual awareness
 - Managerial awareness
 - Institutional awareness
 - Job-person mismatches: 6 areas of work life related to burnout
 - Workload
 - Control
 - Reward
 - Community
 - Fairness
 - Values

[MANAGING BURNOUT]

- Prevention and treatment
 - Individual centered strategies
 - Learning coping skills
 - Organizational centered strategies
 - Identifying and modifying job-person mismatches

[QUESTIONS]

Shawn DeGroot, CHC-F, CCEP, CHRC
Associate Director
sdegroot@navigant.com

NAVIGANT

Robert H. Ossoff, DMD, MD, CHC
Special Assistant to the Vice Chancellor for Health Affairs
Robert.Ossoff@vanderbilt.edu